

SECRET

MINUTES OF ASSISTANT DIRECTORS  
STAFF CONFERENCE

18 December 1950 to 30 April 1951

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STAFF CONFERENCE

Minutes of Meeting held in Director's  
Conference Room, Administration Building  
Monday, 18 December 1950, at 1100 hours

General Smith Presiding

Present

William H. Jackson, Deputy Director, CIA  
Lyman B. Kirkpatrick, Executive Assistant to DCI  
[redacted] Advisor for Management  
James M. Andrews, Asst. Dir. for Collection & Dissemination  
Theodore Babbitt, Asst. Dir. for Research and Reports  
George G. Carey, Asst. Dir. for Operations  
H. Marshall Chadwell, Asst. Dir. for Scientific Intelligence  
[redacted] Asst. Dir. for Special Services  
Sheffield Edwards, Asst. for Inspection and Security  
Kilbourne Johnston, Dep. Asst. Dir. for Policy Coordination  
William L. Langer, Asst. Dir. for National Estimates  
James Q. Reber, Act'g Asst. Dir. for Intelligence Coordination  
[redacted] Asst. Dir. for Special Operations  
[redacted] Asst. Dir. for Policy Coordination

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1. The Director: Announced that [ ] would report tomorrow to assist the Office of National Estimates on a consultative basis. Stated that he believed that matters were going quite well within the agency. Indicated that the organization should be considered as being on a war footing. Policy makers in the other departments are turning more and more to CIA for advice and assistance, and that the agency is receiving greater responsibility all the time. The agency has not really missed any timely estimates, with one possible exception, but that there is a definite need for occasional sessions with the planning officers in State and Defense. The Major problems today are to get the other departments to make full use of their intelligence agencies, and to work out the matter of our relations with the Joint Chiefs of Staff. Meetings of Assistant Directors should consider internal policy of the agency and eliminate a lack of cross-coordination within CIA.

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2. Mr. Jackson: Raised the matter of a six-day week and stated that in view of the national emergency it would appear appropriate for the agency to be manned six days a week. After discussion it was agreed that the agency would go on a six-day week effective immediately and that it would be worked out so that employees could take a half day off each week. Reviewed recent developments. Throughout the recent period the Director has been presenting the National Intelligence Estimate to the President and the National Security Council. Said that, whereas he has been concentrating on estimates up to the present time, he hoped to be able to devote more attention to current intelligence. Reported that a very high level Board of National Estimates had been recruited, including Dr. Langer, [ ]

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[ ] and that in addition there was a Consulting Board on estimates meeting periodically in Princeton composed of [ ] and others. Two alternatives in reorganizing the agency had been considered -- one extending over a longer period of perhaps 18 months, which would be less demoralizing than a rapid change, but that in view of the international situation it had been decided to make an immediate reorganization. Pointed out that CIA Regulation [ ] had been issued for comment and that it was desirable for all Assistant Directors to recommend any changes they had prior to 1 January, but that changes could be made after 1 January as the agency developed. Indicated that ORR would handle three services: Soviet and satellite Economic Intelligence; Map Division; National Intelligence Survey; plus any other services

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25X1 of common concern that might be directed by the Security Council. An expert on files had been through the agency recently and that [ ] of Management should be complimented as this expert indicated that the files of the agency were in extremely good shape.

3. Mr. Kirkpatrick: Reported that a meeting had been held by the Assistant Directors of Research and Reports, Intelligence Coordination, Scientific Intelligence, National Estimates, and Intelligence Coordination to discuss current intelligence, the Watch Committee, and the coordination of O/SI, O/RR and O/SS. It had been decided that the Indicator Group should be developed and strengthened and should channel its reports to the Director through O/NE; that it would be recommended to the Director that he discuss with the IAC the appropriate concept of a Watch Committee; and that it was essential for certain research and depth to be done in other than economic intelligence fields.

4. Dr. Langer: Stated that there was a definite need for his office, and probably all other Assistant Directors, to be informed of action taken or contemplated by the WSC. The Director said he would try to keep the Assistant Directors informed.

25X1 5. Mr. Carey: Raised the question of the authority of the [ ] to overrule the Director. Mr. Jackson stated that the coordinating responsibility of the agency does not require that CIA perform the coordination itself, but that CIA be satisfied that it is being done appropriately. Col. Johnston said that [ ] was in sympathy with clarification of the status of the [ ] and that he believed that O/O should have the responsibility for [ ] matters.

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7. Dr. Chadwell: Asked the Director what steps were being taken, in view of the national emergency, for obtaining mobilization billets in the agency for regular and reserve officers. The Director stated that the machinery for acquiring needed personnel has been under consideration and that he did not believe there would be any difficulty in drafting any person that we needed.

8. Col. Edwards: Asked each Assistant Director to attend a meeting at 1100 a.m. Wednesday (20 December) with a senior representative of his staff.

25X1 9.  Raised the matter of the Director's operational handbook and whether it was of value to the Assistant Directors. Mr. Carey pointed out that its chief value to him was the evaluation of reports by O/RR and O/SI. Mr. Jackson said that this was a subject which the Office of Intelligence Coordination should handle and should insure that CIA gets evaluations from other agencies. After a brief discussion it was determined that the Director's operational handbook should be abandoned.